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Country programme document for Algeria (2016-2020)

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I. Programme rationale

1. Algeria is an upper-middle-income country and on track to achieve all the Millennium Development Goals. Between 2010 and 2014 the country had an average economic growth rate of 4 per cent, and inflation held at around 3.5 per cent.[1] Social policies (covering health, education and employment) aimed at reducing social, geographic and gender disparities have been initiated in the past decade, and the country allocates 12 per cent of GDP annually to social spending.[2] Between 1970 and 2010 Algeria ranked among the top 10 countries in the world in terms of the increase in its human development index ranking, which reached 0.713 in 2012.[3] As of January 2015, the country's total population was 39.5 million; 63.1 per cent was of working age (15 to 59 years of age) in 2014.

2. The National Growth Plan (2005-2009) and targeted programmes for the most vulnerable areas (the Highlands and the Southern region) reduced territorial and economic inequalities, exclusion and poverty.[4] These also led to a significant drop in the unemployment rate, from 29.5 per cent in 2000 to 10.6 per cent in 2014.[5] However, Algeria faces structural economic challenges due to its high reliance on hydrocarbons, which account for 37 per cent of gross domestic product, 60 per cent of revenues and 97 per cent of export earnings.[6]

3. Algeria has made major achievements with regard to the economic and political participation of women, who account for 31.6 per cent of Members of Parliament and 18 per cent of locally elected officials. The Gender Inequality Index value is 0.391.[7] Yet youth and women remain vulnerable. There is a disconnect between education and job opportunities,[8] which is largely the cause of high unemployment among youth (aged 15 to 24), which reached 24.8 per cent in 2014.[9] Women had an unemployment rate of 17.1 per cent in 2014, compared to the men's rate of 9.2 per cent.[10]

4. Regional disparities are significant in terms of access to economic opportunities and quality social services, particularly affecting women and youth. While 60 per cent of university graduates are women, only 17 per cent of them participate in the labour market,[11] with much of the gap in rural settings and remote areas. To this end, the Government has developed a number of policies and measures to promote employment of youth and women in rural regions.[12] These measures aim to address the root causes of unemployment by improving access to credit, market opportunities and social services that would allow women to reconcile their professional and family responsibilities (such as by providing child care facilities). They also aim to promote entrepreneurship at the local level. However, measuring social and territorial disparities remains difficult due to a lack of disaggregated data and an outdated poverty map (prepared in 2000 and refined in 2006). These are obstacles to designing policies that would improve targeting of the most vulnerable populations and regions and adjustments in social policies to meet their needs.

5. Recognizing these challenges, the Government has envisaged a five-year growth plan for 2015-2019 with a budget of $262 billion. The plan aims to diversify the national

[1] Government action plan for implementation of the President of the Republic's Programme, May 2014.
[2] Rapport National de la République Algérienne Démocratique Populaire Beijing +20, p. 12.
[3] PNUD, Rapport sur le développement humain 2010 - La vraie richesse des nations : Les chemins du développement humain, p. 35.
[4] Rapport National de la République Algérienne Démocratique Populaire Beijing +20, p. 13.
[5] National Statistics Office, Survey no. 671, April 2014.
[6] Ibid.
[7] United Nations common country assessment, Algeria, 2015.
[8] Ibid.
[9] National Statistics Office, Survey no. 671, April 2014.
[10] Ibid.
[11] Ibid.
[12] National Policy for Rural Renewal and the integrated programme for rural development established by the Ministry of Agriculture and Rural Development focused in particular on women's economic empowerment, including through access to microcredit as a way to promote entrepreneurship.

economy through sectoral strategies for industry, agriculture, fisheries and aquaculture, energy, mining, tourism and renewable energy. It also calls for reducing unemployment among youth and improving citizens' living conditions. An important focus is given to promoting very small, small and medium-size enterprises, as they constitute the backbone of the Algerian economy.[13]

6. The employment rate by sector currently shows that most employment opportunities are in the trade and services sectors (61.4 per cent), followed by construction and public works (16.5 per cent). Industry only accounts for 12.6 per cent and agriculture (including fisheries) for 9.5 per cent, which suggests the need to increase the potential of these sectors. Investments in industrial sectors between 2002 and 2015 helped to raise job opportunities by 35 per cent.[14] Unleashing the growth potential of the industrial and agriculture sectors is at the centre of government efforts to raise employment, as demonstrated by the sectoral strategies that have been adopted.[15]

7. However, these development gains could be put at risk by the recent 50 per cent drop in the price of oil. It is posing challenges to maintaining a balanced budget, increasing growth and reducing imports, which amounted to $60 billion in 2014.[16]

8. The country's biodiversity needs to be preserved, as does its rich cultural heritage. These sectors have the potential to be significant drivers of employment and income generation. Urbanization has been rapid – over 75 per cent of the population lived in urban areas as of 2014[17] – and this requires innovative management, particularly for solid waste management. Capacity building in risk prevention and management remains a priority, both at central and local levels, especially in view of the country's important seismic, flooding and fire risks.

9. The United Nations common country assessment for Algeria highlights the strategies that have the potential to support the emergence of new sectors and growth opportunities. The challenge lies in making these strategies operational and ensuring their effective implementation at local levels, so they generate decent jobs and sustainable livelihoods, particularly for women and youth, and reduce disparities. This requires better coordination between strategies and among stakeholders; effective involvement of key actors (including chambers of commerce and the private sector); guidance and support for business creation; simplification and modernization of administrative structures and procedures; and facilitation of access to land and financing.

10. Closing the gap between education and job opportunities is crucial to enhancing youth employability. The country assessment also highlighted the need to strengthen institutional capacities at national and local levels in the areas of monitoring and evaluation of public policies, planning, coordination, civil society engagement and modernizing and improving the quality of services for citizens.

11. During the previous cycle, UNDP supported the development and implementation of strategies in the agriculture, fisheries and industry sectors. UNDP's technical expertise aided in formulating the national fisheries strategy, identifying growth opportunities in the industrial sector in targeted areas and developing the monitoring and evaluation capacity of the integrated programme for rural development. Through local development initiatives, UNDP supported community-based sustainable management of natural resources. It is aimed at protecting and enhancing biodiversity and creating jobs and other income-

[13] The 2011 Economic Survey of the National Office for Statistics showed that 90 per cent of enterprises surveyed are small and medium size.

[14] United Nations common country assessment, Algeria, 2015.

[15] The Government adopted a comprehensive policy for rural development in 2009 to promote the growth potential of agriculture and food security. Specific attention has been giving to fisheries, with a sectoral objective of doubling production capacities by 2020. In parallel, fostering industrial potential has also been reinforced, in particular through a comprehensive industrial policy adopted in 2013.

[16] National Centre on Customs.

[17] United Nations common country assessment, Algeria, 2015.

generating activities in cultural parks and wetlands. The development of an electronic system to access judicial records has encouraged requests for modernizing other public services, including social services. Support for the political participation of women has helped to strengthen the emphasis on gender equity and to identify needs in capacity building, especially at the local level. UNDP has also strengthened the capacities of the National Economic and Social Council to carry out human development assessments.

12. However, the scope and geographical coverage of UNDP interventions were broad, and the support provided to the Government in turning strategies into action has not had the anticipated impact. The 2014 Assessment of Development Results highlighted the need for the country office to focus its interventions on a limited number of themes and to promote cross-cutting and intersectoral approaches, while capitalizing on UNDP's responsiveness and flexibility in aligning to national priorities.

13. Based on these results and lessons learned, and in close partnership with United Nations agencies and donors, the country programme for 2016-2020 will be aligned with the government's key priorities, UNDP's Strategic Plan and the post-2015 development agenda. This will be done through (a) supporting formulation and operationalization of environmentally sustainable sectoral strategies with high added value for income generation and creation of decent jobs for youth and women; and (b) building the capacities of central and local authorities for sustainable development planning and improved public services by focusing on pilot *wilayas* (governorates) and model municipalities.

14. The main strategies for the country programme will be capacity-building, evidence-based analysis, evaluation of policies, advocacy, coordination of sectoral strategies, gender mainstreaming and implementation of pilot projects at local levels with the involvement of all stakeholders. Local interventions will be assessed as part of supporting the formulation of national policies. This will also help to determine the institutional, legal and financial resources needed for policy implementation and scale-up at national level.

II. Programme priorities and partnerships

15. The country programme is aimed at promoting a diversified, resilient and sustainable development pathway in Algeria. It is structured around two interdependent pillars that are in line with the United Nations Development Assistance Framework (UNDAF) and the UNDP Strategic Plan:

(a) Pillar I: Support for non-hydrocarbon and environmentally sustainable sectoral strategies that generate income and create jobs for women and youth;

(b) Pillar II: Development of local stakeholders' capacities to promote local development and access to quality public services.

16. In addition, two cross-cutting strategic interventions will be fostered: (a) strengthen evidence-based analysis and national evaluation of public institutions, and (b) develop the capacities of female elected officials to ensure their participation in the design, implementation, monitoring and evaluation of policies and plans.

17. The approach is based on developing institutional capacities to achieve concrete outcomes, evaluate development policies and pilot interventions to strengthen the targeted sectoral strategies and extend them to other geographical areas. Opportunities for public-private partnerships and triangular and South-South cooperation will be systematically analysed and strategically integrated.

Pillar I: Support for non-hydrocarbon and environmentally sustainable sectoral strategies that generate income and create jobs for women and youth

18. Using an integrated approach, pillar I will contribute to two UNDAF outcomes: outcome 1 on economic diversification and outcome 4 on resilience and protection of the environment. For outcome 1 this will involve providing technical support to (a) formulate sectoral strategies, particularly for tourism, handicrafts and the environment; and

(b) operationalize other strategies (fisheries, agriculture and industrial) that have already been developed with UNDP assistance. These were identified by the Government as the most promising sectors in terms of import substitution and income generation. UNDP's technical support will focus on strengthening the potential of these sectors to generate jobs and sustainable income at the local level, through achievement of output 1: 'Sectoral strategies and operationalization plans, particularly targeting the most vulnerable populations, are developed and implemented at the local level, and scaling-up strategies are formulated and adopted'.

19. This output primarily focuses on fostering very small and small enterprises and other income-generating activities in specific sectors at the local level. Catalytic and pilot approaches for economic empowerment of youth and women will be promoted locally, specifically through the Integrated Proximity Project for Rural Development (PPDRI)[18] approach in rural regions. Therefore, successful achievement of the output will be measured through the number of jobs and income-generating activities created at the local level, measured by sector and by gender and age groups. This will take place through the following four activities:

(a) Systems for creating and supporting small and medium-size enterprises and industries and very small businesses at the local level are strengthened, with a focus on women and youth. This involves analysing strengths and bottlenecks as well as the expertise of economic and institutional actors and proposing innovative and integrated solutions. These must be suitable for local conditions and environmentally friendly, and they must promote entrepreneurship leading to decent jobs and income generation. This aspect will encourage development of an adequate regulatory and institutional framework for developing an entrepreneurial environment conducive to job creation in specific sectors. Partnerships will be pursued with other United Nations agencies and development partners, especially the International Labour Organization, United Nations Entity for Gender Equality and the Empowerment of Women, and the World Bank, to promote job creation and close the gap between education and employment policies.

(b) Development of an integrated plan to operationalize the fisheries strategy is supported, by strengthening national and local capacities to develop models for structuring and enhancing small-scale fishing and aquaculture. Partnerships will be developed with the Food and Agriculture Organization of the United Nations, United Nations Industrial Development Organization, National Higher Institute of Fishery and Aquaculture, and other institutes specialized in marketing. A coordination mechanism will be designed to promote entrepreneurship at the local level, including 'one-stop shops' and incubators. Integration into social marketing schemes with high added value (especially fair-trade markets) will be fostered. Experience sharing will be promoted as part of South-South and triangular cooperation.

(c) The agricultural sector's contribution to decent job creation and income generation is enhanced. The programme will capitalize on expertise acquired at central and local levels in the framework of the assistance provided by UNDP to the integrated projects for rural development (PPDRIs). To this end, in-depth impact evaluation of PPDRIs will be conducted to improve their targeting and effectiveness, particularly for women's economic empowerment. Innovative approaches will be launched to enhance the integration of local products into high-added-value chains and better access to markets such as verified geographic origin and fair-trade labeling. Lessons learned through these approaches will be shared through South-South cooperation. A subregional South-South cooperation programme will be initiated in the Sahel region to promote resilience of local populations and foster food security.

(d) Strategies to promote job creation for youth and women at the local level through tourism and handicrafts are designed. Both sectors have proven potential in terms of job creation and can play a catalytic role in developing the service sector. These

[18] Projet de Proximité de Development Rural Intégré.

strategies will benefit from the lessons learned and network of expertise set up as part of the support to other sectoral strategies.

20. Pillar I will also focus on output 2: 'The capacities of key national and local actors are strengthened to implement strategies/plans for sustainable management of natural and urban ecosystems focused on improving citizens' resilience and living conditions'. This will take place through the following activities:

(a) General land use plans are developed in two cultural parks, incorporating biodiversity conservation to improve people's living environment, especially for women and youth. Scaling-up strategies for other parks will be developed based on these experiences. By linking conservation of nature and culture and by fostering stewardship by people living within the protected areas, the establishment of cultural parks in Algeria is highly compatible with the protected landscape approach, which has been gaining increasing international recognition in recent years. The two cultural parks, Tassili and Ahaggar, are located in a key biodiversity site in the central Saharan ecosystem. Together with ecologically connected areas in neighbouring Libya, Mali and Niger, the two parks constitute one of the potentially most important desert biome conservation sites in the world.

(b) Institutional and legal mechanisms and action plans for the conservation, sustainable use, equitable access to and benefit-sharing of genetic resources, biodiversity and ecosystems are implemented.

(c) Gender-sensitive risk reduction and natural disaster management are integrated into local development plans, and risk and disaster management units.

(d) An innovative national pilot model of integrated waste management is developed, emphasizing job creation along with a plan for scaling up the approaches and technologies.

21. All activities conducted under pillar I will be closely coordinated with local development interventions under pillar II. This will ensure the activities are incorporated into local development planning activities for greater coherence and sustainability. Promotion of gender- and youth-sensitive approaches is central to all outputs.

Pillar II: Development of local stakeholders' capacities to promote local development and access to quality public services.

22. Under UNDAF outcome 5, on governance, UNDP will focus on capacity development through output 3: 'Local stakeholders' capacities are strengthened to foster local development and quality services for citizens'. The programme will focus on regional and local interventions within a limited number of *wilayas* and 'model municipalities'. Needs assessments will be carried out to inform local development plans and subsequently promote local governance models. These plans will include support for designing, coordinating and implementing sectoral strategies, mainly those developed under pillar I. They will be focused on employment generation for youth and women; modernization of local authorities' operations, including innovative methods to communicate and interact with civil society and citizens; sustainable management of resources; and environmental conservation.

23. A strategy to scale up the approach will be formulated under the leadership of the Ministry of Interior and Local Authorities by capitalizing on the experiences and networks of expertise developed in the model municipalities. This approach will help to integrate the municipality in its regional context and to create a catalytic effect across all municipalities in the region by specifically targeting those that serve as the *wilayas'* administrative centres. The selection of target municipalities will be based on two criteria: (a) Alignment to government priorities, with a specific focus on vulnerable areas that benefit from a dedicated government development plan (i.e. Highlands and Southern region); and (b) location in areas where UNDP or another United Nations entity has conducted previous interventions on which it can capitalize.

24. Pillar II will also contribute to modernizing administrative services through output 4: 'Administrative services and procedures are expanded and modernized to promote greater access, particularly for the most vulnerable people at the local level'. UNDP will reinforce the efficiency, coherence and linkages between central and local administration by helping to modernize services and procedures and by implementing decentralized information management systems based on data disaggregated by sex and age.

25. The two pillars will be reinforced by two additional outputs in order to catalyse transformational changes:

(a) Output 5: 'Data-based analysis and national evaluation and coordination capacities of public institutions are strengthened'. UNDP will help to strengthen capacities for evaluating development policies in order to ensure adequate targeting of the most vulnerable populations. This will take place by capitalizing on the support for sectoral strategies and their implementation at the local level. In parallel, data collection and statistics capacities will be strengthened to update the poverty map and subsequently help inform public decision-making.

(b) Output 6: 'The capacities of elected women are strengthened to ensure greater participation in development, implementation and monitoring and evaluation of development policies and plans'. The programme will undertake this action in both national and local assemblies to foster effective participation of female elected officials, especially those running for their first term. The programme aims to strengthen their capacities to perform their duties by providing them with the analysis and tools needed to design operational policies and strategies focused on women, youth and the most vulnerable populations. Algerian experiences and achievements will be expanded and shared through South-South cooperation, as initiated through the 'Declaration of Algiers: Realizing Equality for Women is an Inseparable Part of Human Rights', which emanated from the 2013 International Conference on Effective and Sustainable Participation of Women in Elected Assemblies.

III. Programme and risk management

26. The programme will be nationally executed under the coordination of the Ministry of Foreign Affairs, as the coordinator of international cooperation. National implementation will be the default implementation modality, for which UNDP will provide administrative and management support as needed. A road map towards compliance with the Harmonized Approach to Cash Transfers will be adopted before the end of 2015. It will ensure systematic macro and micro assessments, as well as monitoring and risk mitigation measures.

27. In order to apply the integrated programme approach, the country office will adjust its management structure and establish an integrated team that focuses on the two inter-dependent pillars. As recommended by the Assessment of Development Results, the office will also strengthen capacities in policy analysis, strategic planning, triangular and South-South cooperation, quality assurance, communication and monitoring and evaluation. These functions will be institutionalized through planning workshops, midyear and annual project reviews, and periodic field visits to ensure project quality assurance and monitoring. Innovative approaches will be adopted through new partnerships with specialized centres and think tanks. In addition, all projects will be aligned with the Strategic Plan parameters and the new UNDP Social and Environmental Standards.

28. The country office will coordinate with specialized United Nations agencies. It will provide leadership to the UNDAF Governance Results Group and co-leadership of the Sustainable Development Results Group. Results groups will optimize coordination and the United Nations system's contribution to the UNDAF outcomes. At the same time, the capacities of project management units and national project managers will be strengthened through a project dedicated to improving national execution and results-based management.

29. The office will adopt the 'Gender Seal' initiative, aimed at ensuring gender equality. The office's financial sustainability will undergo rigorous monitoring to optimize management costs and direct project costing.

30. This country programme document outlines the UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at country level. Accountabilities of managers at the country, regional and headquarters levels with respect to country programmes is prescribed in the organization's programme and operations policies and procedures and the internal controls framework.

31. Major risks that could have an impact on achieving the programme priorities are:

(a) Institutional changes and turnover among national counterparts and difficulties in mobilizing necessary capacities within UNDP in Algeria: UNDP will ensure institutional partners are involved at the central and local level to provide continuity for the country programme implementation. The country office structure will be reviewed to ensure that the necessary competencies for implementation of the country programme are available.

(b) Legislative and municipal elections scheduled in the middle of the programme cycle (2017): Given that pillar I is focused on local development, it should be launched as soon as possible to avoid election-related delays in implementing local interventions. Partnerships with local officials will be strengthened; in particular, the secretaries-general of the municipalities will be closely involved in programme implementation as a means of enhancing continuity and sustainability.

(c) Geographic remoteness and community access: To manage delays related to remoteness and access issues, UNDP will recruit a programme management team at the local level. UNDP will also strengthen its partnership with local officials to ensure the necessary local representation.

(d) Security risks due to volatility at the borders. Border issues may trigger changes in the security status of some project areas, potentially requiring additional mitigation measures.

(e) Shortage of financial resources required for programme implementation by the national counterpart, donors and UNDP: To manage the risk of lack of resources, interventions and budgets required for implementation of this cycle will be discussed with the institutional partners and potential donors, and a resource-mobilization strategy will be developed.

IV. Monitoring and evaluation

32. In 2014 and 2015, the country office launched the preparatory stages needed to ensure proper monitoring of the 2016-2020 country programme. This involved: (a) capacity building for partners, especially the project's national directors, through training on results-based management, including in a project dedicated to improving national implementation modalities of programmes/projects (2014-2015); (b) establishment of a position dedicated to monitoring and evaluation (2015); (c) alignment to the Strategic Plan of indicators for pipeline projects for greater coherence with the plan's indicators (2014); (d) conduct of the studies and surveys needed to define the baselines required to monitor the country programme indicators (2015); and (e) institutionalization of mechanisms for planning and monitoring and evaluation at the programme level, including annual planning meetings and midterm and annual reviews (2015).

33. The country office will strengthen its strategic partnership with the National Economic and Social Council, National Statistics Office and Ministry of Finance (particularly the unit in charge of evaluating public policies) and Ministry of Solidarity to support national capacities in evaluation and data collection.

34. More generally, the country programme will focus on strengthening national capacities for evaluation of development policies. Outcome and project evaluations will be carried out in close collaboration with institutional partners. UNDP will provide training in evaluation methods to national counterparts and will ensure quality assurance for these evaluations.

Annex. Results and resources framework for Algeria (2016-2020)

COUNTRY PRIORITY OR OBJECTIVE:
Action plan for implementation of the President of the Republic's Programme in May 2014
- Increase the diversification of the economy to complement the potential in hydrocarbons.
- Overcome constraints that hamper strong and sustained growth by improving the entrepreneurial and investment environment.
- Continue to support and guide young entrepreneurs.
- Protect ecosystems (through biodiversity and combatting desertification and major risks) and control pollution.
- Strengthen institutional coordination and effectiveness of public policies and the integration of human rights, results-based management and monitoring/evaluation.
- Continue modernization of public services and improvement of the quality of services delivered to citizens.
- Strengthen the status of women and their role in political, economic and social matters.

INDICATORS OF UNDAF CONTRIBUTION, BASELINES AND TARGET(S)	DATA SOURCE AND FREQUENCY OF DATA COLLECTION AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS	MAJOR PARTNERS / PARTNERSHIP FRAMEWORKS	INDICATIVE RESOURCES BY OUTCOME ($)
UNDAF OUTCOME 1 (OR EQUIVALENT) INVOLVING UNDP: By 2020, productive sectors have implemented strategies for growth geared towards increasing economic diversification and strengthening capacities for economic integration and job promotion. **Outcome related to Strategic Plan**, Outcome 1: Growth and development are inclusive and sustainable, generating the necessary productive capacities to create jobs and livelihoods for poor and marginalized communities.				
Indicator 1: Percentage of sustained very small enterprises (Agence National de Soutien à l'Emploi des Jeunes [ANSEJ]-Caisse Nationale Assurance Chommage [CNAC]) **Baseline 1**: 92% (2014) **Target 1**: 95% **Data source 1:** Reports of the National Centre of the Trade Registry (CNRC) Annual statistics of ANSEJ and CNAC **Indicator 2**: Number of PPDRI initiated **Baseline 2:** 9,156 **Target 2:** 12,148 **Data source 2:** Reports of the Ministry of Agriculture and Rural Development **Indicator 3**: Number of touristic projects initiated by sectoral strategy **Baseline 3**: 1,185 projects **Target 3**: increase of 20% **Data source 3:** Reports of the Ministry of Tourism **Indicator 4**: Employment rate by sectors disaggregated by age and sex	Reports of the National Trade Registry (CNRC) Annual statistics of ANSEJ and CNAC Reports of the Ministry of Agriculture and Rural Development Reports of the Ministry of Fishery and Aquaculture Annual surveys of the National Statistics Office available on the Web site Reports of the Ministry of Tourism	**Output 1: Sectoral strategies and operationalization plans, particularly targeting the most vulnerable populations, are developed and implemented at the local level, and scaling-up strategies are formulated and adopted** **Indicator 1.1**: Number of new jobs and income-generating activities created in targeted municipalities **Baseline 1.1**: 0 **Target 1.1**: 100 **Data source 1.1**: Annual assessment of sector and project monitoring and evaluation reports **Indicator 1.2:** Number of beneficiaries of new income-generating activities (disaggregated by age and sex) **Baseline 1.2: 0** **Target 1.2:** 1,000 **Data source 1.2**: Annual assessment of sector and project monitoring and evaluation reports **Indicator 1.3**: Number of scaling-up sectoral strategies formulated and approved by central ministries **Baseline 1.3**: 0 **Target 1.3**: 2	Ministry of Fishery and Marine Resources Institute of Fishery and Aquaculture Local officials (professional associations, *wilaya*) Professional fishermen associations at the local level	**Core funds**: **$250,000** **Other resources needed: $1,500,000** **GEF: $500,000** **Third party**: **$500,000** **TOTAL: $2,750,000**

Industry: **Baseline**: 12.6%, **Target**: 16% Agriculture (including fisheries): **Baseline**: 9.5%, **Target**: 13% Trade and service: **Baseline**: 61.4% **Target**: 53% **Data source 4:** Annual surveys of the National Statistics Office		**Data source 1.3**: Scaling-up sectoral strategy documents, annual sector assessment and project monitoring and evaluation reports	Ministry of Agriculture and Urban Planning Professional associations at local level Civil society	
UNDAF OUTCOME 4 (OR EQUIVALENT) INVOLVING UNDP: By 2020, citizens' livelihoods and resilience have improved through sustainable and participatory management of natural and urban ecosystems. **Related Strategic Plan outcome:** Outcome 1: Growth and development are inclusive and sustainable, generating the necessary production capacities to create jobs and livelihoods for poor and marginalized people.				
Indicator 1: Number of management plans for protected areas adopted and/or implemented **Baseline 1**: None **Target 1**: 3 **Data source 1:** Ministry of Environment and Land-use Planning **Indicator 3**: Percentage of forested spaces in the north of the country **Baseline 3**: 16.4% **Target 3**: 17.2% **Data source 3**: Annual report of Ministry of Agriculture and Rural Development **Indicator 4 :** Number of members of neighbourhood committees trained on prevention of risks and natural hazards **Baseline 4:** 6,000 **Target 4:** 12,000	Ministry of Environment and Land-use Planning Ministry of Agriculture and Rural Development Ministry of the Interior and Local Governments National Delegation for Major Risks	**Output 2**: **The capacities of key national and local actors are strengthened to implement strategies/plans for sustainable management of natural and urban ecosystems focused on improving citizens' resilience and living conditions** **Indicator 2.1**: Number of cultural parks covered by general land use plans and conservation of natural resources **Baseline 2.1**: 0 **Target 2.1**: 2 parks **Data source 2.1**: Cultural park reports, decree for the drafting of general land use plans **Indicator 2.2**: Extent to which legal, policy and institutional frameworks are in place for conservation, sustainable use and access and benefit sharing of natural resources, biodiversity and ecosystems **Baseline 2.2**: 0 **Target 2.2**: 3 **Data source 2.2**: Ministry of Environment and Land-use Planning, Ministry of Agriculture and Rural Development and Ministry of Culture reports, project implementation reports **Indicator 2.3**: Number of disaster risk reduction and/or integrated disaster risk reduction and adaptation plans, and dedicated institutional frameworks and multi-stakeholder coordination mechanisms that are	Ministry of Environment and Land-use Planning Civil society organizations	**Core funds**: **$500,000** **Other resources needed: $1,000,000** **GEF: $5,000,000** **Third party**: **$500,000** **TOTAL: $7,000,000**

		gender responsive **Baseline 2.3**: 0 **Target 2.3**: 6 **Data source 2.3:** Ministry of Interior and Local Authorities, National Delegation of Major Risks report		
UNDAF OUTCOME 5 (OR EQUIVALENT) INVOLVING UNDP: By 2020, citizens will have high-quality public services that meet their expectations, supported by improved implementation of public policies and modern and participatory management. **Related Strategic Plan outcome:** Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services				
Indicator 1: Number of sector-related associations engaged in policies implementation in targeted *wilayas* **Baseline 2:** To be determined **Target 2:** To be determined **Data source 2**: Annual report of municipalities		**Output 3**: **Local stakeholders' capacities are strengthened to foster local development and quality services for citizens** **Indicator 3.1**: Number of municipal development plans developed and launched **Baseline 3.1**: 0 **Target 3.1**: 6 **Data source 3.1**: Municipal development plans, assessments of the Ministry of Interior and Local Authorities **Indicator 3.2**: Per cent of local elected officials and members of local governments (disaggregated by sex) with capacities to design local development plans **Baseline 3.2**: To be determined as part of the diagnostics **Target 3.2**: To be determined along with the baseline **Data source 3.2**: Evaluation report of the capacity building plan	Ministry of Interior and Local Authorities	**Core funds**: **$321,000** **Other resources needed**: **$2,700,000** **Third party**: **$4,800,000** **TOTAL: $7,821,000**
Indicator 1: Satisfaction rate of quality of public services (administrative procedures, drinking water, leisure) at local and national levels **Baseline 1:** Satisfaction rate: Administrative procedures 62.9%, access to drinking water 33.7%, leisure 58.7% **Target 1:** Administrative procedures 83%, access to drinking water 54%, leisure 80% **Data source 1**: Reports of	National survey (to be conducted)	**Output 4:** **Administrative services and procedures are expanded and modernized to promote greater access, particularly for the most vulnerable populations at the local level** **Indicator 4.1**: Number of newly modernized procedures developed **Baseline 4.1**: 0 **Target 4.1**: 3 **Data source 4.1**: Ministry of the Interior and Local Governments report, project reports **Indicator 4.2**: Rate of satisfaction with newly modernized procedures	Ministry of Interior and Local Authorities	**Core funds**: **$500,000** **Other resources needed**: **$500,000** **Third party**: **$250,000** **TOTAL: $1,250,000**

satisfaction surveys		**Baseline 4.2**: 0 **Target 4.2**: 50% satisfaction rate **Data source 4.2**: Report of satisfaction surveys		
Indicator 1: Number of evaluation reports of public policies **Baseline 1:** 0 **Target 1:** 3 **Data source 1**: Reports of Ministry of Finance	Ministry of Finance	**Output 5:** **Data-based analysis and national evaluation and coordination capacities of public institutions are strengthened** **Indicator 5.1**: Number of development policies evaluated by specialized entities **Baseline 5.1**: 0 **Target 5.1**:5 **Data source 5.1:** Evaluation reports **Indicator 5.2**: Number of public institutions with capacity to conduct evaluations in line with international standards **Baseline 5.2**: 0 **Target 5.2**: 4 **Data source 5.2**: Post-project capacity assessment reports	Ministry of Finance National Office for Statistics National Economic and Social Council	**Core funds**: **$500,000** **Other resources needed:** **$1,000,000** **TOTAL: $1,500,000**
UNDAF OUTCOME 3 (OR EQUIVALENT) INVOLVING UNDP: By 2020, the advancement of women has been strengthened through national strategies that are monitored, evaluated and made visible, in response to changes in the regulatory and legal framework. **Related Strategic Plan outcome:** Outcome 4: Faster progress is achieved in reducing gender inequality and promoting women's empowerment				
Indicator 1: Number of gender-related institutional measures implemented, including specific mechanisms for women's participation in formulating and implementing development policies **Baseline 1:** None **Target 1:** 1 **Data source 1**: Annual report of the ministry in charge of women affairs (to be specified)		**Output 6:** **The capacities of elected women are strengthened to ensure greater participation in development, implementation and monitoring and evaluation of development policies and plans** **Indicator 6.1**: Number of female Members of Parliament and municipality representatives with planning, monitoring and evaluation capacities **Baseline 6.1**: 0 **Target 6.1**: To be determined **Data source 6.1**: Post-training capacity assessment reports	National Popular Assembly Local assemblies	**Core funds**: **$100,000** **Other resources needed**: **$300,000** **Third party**: **$200,000** **TOTAL: $600,000**
				OVERALL TOTAL: $20,921,000